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VACHANA PITAMAHA DR.P.G.HALAKATTI
COLLEGE OF ENGINEERING AND TECHNOLOGY ,VIJAYPUR

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QUESTION PAPERS

1st, 2nd AND 3rd SEMESTER

MBA

DEC.2016-JAN.2017

B.L.D.E. ASSOCIATION's
VACHANA PITAMAHA
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CBCS Scheme

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16MBA11

First Semester MBA Degree Examination, Dec.2016/Jan.2017 Management & Organizational Behaviour

Time: 3 hrs.

Max. Marks: 80

**Note: 1. Answer any FOUR full questions from Q.No.1 to Q.No.7.
2. Question No. 8 is compulsory.**

- 1 a. What is meant by span of control? (02 Marks)
b. Describe the different techniques of group decision making. (06 Marks)
c. Elucidate the different types of organization structure. (08 Marks)
- 2 a. What are the different types of control systems used in organizations? (02 Marks)
b. Explain the roles of managers according to Henry Mintzberg. (06 Marks)
c. Define MBO. Explain the process of MBO. (08 Marks)
- 3 a. What are the skills required by a manager? (02 Marks)
b. Discuss the different leadership styles. (06 Marks)
c. Discuss the principles of scientific management, critically evaluate it. (08 Marks)
- 4 a. State the big 5 personality traits. (02 Marks)
b. Elucidate on the determinants of personality. (06 Marks)
c. Explain Maslow's need hierarchy theory and its application in management. (08 Marks)
- 5 a. Give the meaning of stereotyping. (02 Marks)
b. Describe the stages of group development. (06 Marks)
c. Discuss the challenges and opportunities organizations face in the present days. (08 Marks)
- 6 a. What do you mean by planning premises? (02 Marks)
b. What is composite approach of planning? Explain the steps in planning. (06 Marks)
c. Explain the perceptual process. (08 Marks)
- 7 a. State the 4 styles of leadership according to Likert. (02 Marks)
b. Briefly explain the components of attitudes. (06 Marks)
c. What is managerial grid? Explain Black and Mouton's model of leadership. (08 Marks)

8

CASE STUDY – [Compulsory]

Herbert Kellher was the founder and CEO of Southwestern Airlines. He was known as an empathetic and charismatic leader that earned him respect throughout the industry resulting in a profit for 24 consecutive years. Southwest is 5th largest airline in the United States.

During the oil crisis, almost all aircrafts were grounded in US. But southwestern airlines continued their operations. The employees were so committed to the company that they worked for 6 months without salary during the oil crisis and ensured that the airline was operating.

This was possible because of the exemplary leadership of Kellher. He knew each and every employee, sent greeting cards on their special occasions, looked after the education of the employees children, was like a family member to the employees at south western airlines.

Questions :

- a. In this context state the qualities which should be in an ideal leader. (04 Marks)
- b. Which style of leadership do you see in south western airlines? (04 Marks)
- c. Analyze this case using any theory of leadership which would be apt. (04 Marks)
- d. Elaborate on any other leader of great importance other than Kellher. (04 Marks)

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First Semester MBA Degree Examination, Dec.2016/Jan.2017

Economics for Managers

Time: 3 hrs.

Max. Marks:80

**Note: 1. Answer any FOUR full questions from Q.No.1 to Q.No.7.
2. Question No. 8 is compulsory.**

1.
 - a. What are the objectives of a firm? (02 Marks)
 - b. State law of demand. What are its exceptions? (06 Marks)
 - c. What is price elasticity of demand? Discuss it in detail with suitable examples. (08 Marks)

2.
 - a. What is isoquant? (02 Marks)
 - b. Discuss law of variable proportion with diagram. (06 Marks)
 - c. What is economy of scale? Elaborate the factors influencing it. (08 Marks)

3.
 - a. What is opportunity cost? (02 Marks)
 - b.

Fixed cost	Rs. 20000
Variable cost/unit	Rs.5
Selling price/unit	Rs.10

 Determine BEP. (06 Marks)
 - c. Elaborate cost-output relationship in short run. (08 Marks)

4.
 - a. What is perfect competition? (02 Marks)
 - b. What is price stickyness? Explain in brief. (06 Marks)
 - c. Explain price determination and equilibrium under perfect competition. (08 Marks)

5.
 - a. What is National Income? (02 Marks)
 - b. Which are the different sectors contribute to Indian economy? (06 Marks)
 - c. What are the difficulties in measuring National Income? (08 Marks)

6.
 - a. What is disinvestment? (02 Marks)
 - b. What are the various tools for credit control? (06 Marks)
 - c. Explain impact of WTO on India's foreign trade. (08 Marks)

7.
 - a. What is Cartel? (02 Marks)
 - b. Elaborate SWOT analysis of Indian economy. (06 Marks)
 - c. Discuss Indian Industrial Policy 1991 in brief. (08 Marks)

Important Note: 1. On completing your answers, compulsorily draw diagonal cross lines on the remaining blank pages.
2. Any revealing of identification, appeal to evaluator and/or equations written eg, 42+8=50, will be treated as malpractice.

8 CASE STUDY:

CNG Vehicles have arrived

CNG has grown into one of the major fuel sources used in car engines globally. In all, 28 CNG models are in production globally by Audi, Fiat, Ford, Honda, Hyundai, Lincoln, Mercedes Benz, Opel, Peugeot, Renault, Toyota and Volkswagen. Some of the countries have taken big lead in this field. Pakistan tops the list with more than 60 percent vehicles running on CNG followed by Armenia (32 percent).

The main factor causing this rapid growth includes current energy crisis increasing environmental awareness and the price differentials between CNG and petrol. A look of price will make the point more clear. In India, CNG cost are at Rs.35 per kg compared with Rs.65 per liter of petrol. Although India has only 1.3 percent of its vehicles running on CNG but New Delhi is home to largest fleet of CNG public transportation vehicles in the world because the use of CNG is mandated for the public transport system in New Delhi. Consumers throughout the country are following suit. Automakers are currently vying for marketing positions to further India's effort for CNG conversion.

Questions:

- a. What is the relationship between the demand for CNG and petrol? (04 Marks)
- b. What will be the impact on demand for CNG if prices of petrol decline? (04 Marks)
- c. In your opinion, what could be the reason for difference in usage of CNG in India and Pakistan? (04 Marks)
- d. According to you, why the CNG demand in India is not increasing? Justify. (04 Marks)

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16MBA13

First Semester MBA Degree Examination, Dec.2016/Jan.2017

Accounting for Managers

Time: 3 hrs.

Max. Marks: 80

Note: 1. Answer any FOUR full questions from Q.No.1 to 7.
2. Q.No. 8 is compulsory.

- 1**
- a. Define accounting. (02 Marks)
 - b. From the following transactions show the effects on assets, liabilities and capital based on accounting equations:
 - i) Commenced business with a capital of Rs.1,00,000.
 - ii) Bought goods on credit from Rajesh Rs.80,000.
 - iii) Bought furniture for cash Rs.10,000. (06 Marks)
 - c. Explain the important accounting concepts. (08 Marks)
- 2**
- a. What is journalizing? (02 Marks)
 - b. Journalize the following transactions in the books of Mr. Ramesh for the month of October 2016:
 - i) 1 - 10 - 16 commenced business with cash Rs.5,00,000.
 - ii) 2 - 10 - 16 purchased furniture for office use Rs.1,00,000.
 - iii) 10 - 10 - 16 purchased goods for cash Rs.1,00,000.
 - iv) 12 - 10 - 16 sold goods to Abhishek for cash Rs.60,000.
 - v) 20 - 10 - 16 Purchased machinery worth Rs.50,000 and issued a cheque for the same.
 - vi) 25 - 10 - 16 withdrawn from bank for office use Rs.20,000.
 - vii) 27 - 10 - 16 paid rent by cheque Rs.10,000.
 - viii) 30 - 10 - 16 paid salary by cash Rs.1,00,000. (06 Marks)
 - c. What is depreciation? Explain the advantages of straight line method of depreciation. (08 Marks)
- 3**
- a. What is balance sheet? (02 Marks)
 - b. From the following information prepare a trading A/C for the year ended 31 March 2016:

Stock on 1-4-15	-	20,000	
Purchases	-	65,000	
Returns outwards	-	5,000	
Sales	-	1,00,000	
Returns inwards	-	10,000	
Stock on 31-3-16	-	15,000	
Carriage inwards	-	6,000	
Duty and clearing charges	-	4,000	

(06 Marks)
 - c. Prepare trading and profit and loss A/c from the followings for the year ended 31 March 2016:

Capital Rs.	-	20,000	Wages	-	10,000
Creditors	-	2,400	Bank	-	2,000
Return outwards	-	1,000	Repairs	-	100
Sales	-	32,800	Stock	-	4,000
B/P	-	1,000	Rent	-	800
Plant and machinery	-	8,000	Manufacturing expenses	-	1,600
Sundry debtors	-	4,800	Trade expenses	-	1,400
Drawings	-	2,000	Bad debts	-	400
Purchases	-	21,000	Carriage	-	300
Return inwards	-	600	Oil and fuel	-	200

Important Note : 1. On completing your answers, compulsorily draw diagonal cross lines on the remaining blank pages.
2. Any revealing of identification, appeal to evaluator and/or equations written eg. 42+8 = 50, will be treated as malpractice.

Adjustments:

- i) Closing stock was valued at Rs.2,900
- ii) Depreciate plant and machinery by Rs.800
- iii) Allow interest on capital at 5%
- iv) A sum of Rs.80 is due for repairs.

4 a. What is absolute liquid ratio?

b. Given:

Sales	- 10,50,000
Working capital	- 1,50,000
Fixed assets	- 2,10,000
Total assets	- 5,25,000
Capital employed	- 3,50,000

Calculate:

- i) Capital turnover ratio
- ii) Fixed assets turnover ratio
- iii) Working capital turnover ratio
- iv) Total assets turnover ratio.

(06 Marks)

c. From the following details prepare a balance sheet as on 31st March 2016:

i) Current ratio	- 2.5
ii) Liquid ratio	- 1.5
iii) Proprietary ratio	- 0.75 (Fixed assets to proprietors funds)
iv) Fixed assets	- Rs.1,80,000
v) Working capital	- Rs.60,000
vi) Reserves and surplus	- Rs.40,000
vii) Bank over draft	- Rs.10,000

(08 Marks)

5 a. What do you mean by cash flow statement?

(02 Marks)

b. Calculate cash flow from operating activities from the followings:

	31 - 3 - 15	31 - 3 - 16
Profit and loss A/c	60,000	65,000
Debtors	85,000	48,000
Bills receivables (B/R)	40,000	81,000
General reserve	1,72,000	2,07,000
Wages outstanding	26,000	8,000
Salaries prepaid	8,000	10,000
Goodwill	70,000	60,000

(06 Marks)

c. From the following transactions, prepare a three column cash book for the month of October 2016:

1 Oct. 16	Balance at Bank Rs.4,500
2 Oct. 16	Drew from Bank for office use - 1,500
3 Oct. 16	Bought office furniture for cash - 960
5 Oct. 16	Paid wages in cash - 450
13 Oct. 16	Drew from bank for office use - 750
15 Oct. 16	Sold goods for cash - 660
18 Oct. 16	Received a cheque from Mr. X in settlement of their account of Rs.2,250 less 5% discount and paid same direct into the Bank
22 Oct. 16	Bought goods for cash - 1350
24 Oct. 16	Drew cheque for self - 1200
31 Oct. 16	Paid Mr. Y A/c Rs.1,200 by cheque less 2½%.

(08 Marks)

- 6 a. What is accounting standard? (02 Marks)
 b. Explain the methods of Human Resource Accounting. (06 Marks)
 c. Briefly explain the advantages of IFRS. (08 Marks)
- 7 a. What is assessment year? (02 Marks)
 b. What are the deductions covered U/S 80C? (06 Marks)
 c. Briefly explain the heads of income. (08 Marks)
- 8 From the following trial balance of M/S Ramu, prepare trading and profit and loss account for the year ended 31st March 2016, and a Balance Sheet as on that date.

Particulars	Dr. Rs.	Cr. Rs.
Capital		30,000
Drawings	5,000	
Purchases	40,000	
Carriage outwards	500	
Returns outwards		1,000
Sundry expenses	800	
Bad debts	300	
Sales		60,000
Postage	200	
Wages	1,000	
Bills payable		3,000
Discount	500	
Land and buildings	18,000	
Machinery	7,500	
Sundry creditors		8,500
Sundry debtors	10,500	
Salary and allowances	1,500	
Investments	3,000	
Opening stock	13,200	
Cash in hand	500	
	1,02,500	1,02,500

Adjustments:

- i) Closing stock Rs.10,300
- ii) Provision for bad debts at 5%
- iii) Depreciate machinery by 6%
- iv) Outstanding salary Rs.400
- v) Interest accrued on investments Rs.90
- vi) Wages paid in advance Rs.50.

(16 Marks)

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First Semester MBA Degree Examination, Dec.2016/Jan.2017

Quantitative Methods

Time: 3 hrs.

Max. Marks:80

Note: 1. Answer any **FOUR** full questions from Q.No.1 to 7.
2. Q.No. 8 is compulsory.

- 1 a. What is binomial distribution? Write the formula to calculate probability. (02 Marks)
 b. How do you explain the choice of arithmetic mean as the best measure of central tendency? Under what circumstances would it be appropriate to use median or mode? (06 Marks)
 c. A survey was conducted to determine the age (in years) of 120 automobiles. The result of survey is as follows:

Age of auto :	0-4	4-8	8-12	12-16	16-20
Number of autos :	13	29	48	22	8

Find the median age and modal age of autos. Also find the mean age. (08 Marks)

- 2 a. Distinguish between positive, negative and zero correlation with suitable diagram. (02 Marks)
 b. In a bolt factory machines A, B, C manufacture respectively 25%, 35% and 40% of the total productions. Of their output, 5%, 4% and 2% respectively are defective bolts. A bolt is drawn at random and is found to be defective. What is the probability that it is manufactured by i) Machine A; ii) Machine B? (06 Marks)
 c. The following data represent the percentage of goal met by each of three sales persons over last five years:

Raman :	88	68	89	92	103
Sindhu :	76	88	90	86	79
Prasad :	104	88	118	88	123

Which salesman is more consistent and why? (08 Marks)

- 3 a. What do you mean by regression analysis? Distinguish between simple and multiple regression. (02 Marks)
 b. The management of a photograph record company has discovered that the number of defects on records appears to follow a Poisson distribution with mean equal to 0.4.
 i) What is the probability that a record selected at random will have 3 defects?
 ii) If management sets a policy that records sold to customers must not have any defects, what percentage of its record production will not be made available for sales because of defects? (06 Marks)
 c. The following data relate to the scores obtained by salesman of a company in an intelligence test and their weekly sales in thousands of rupees:

Salesman:	A	B	C	D	E	F	G	H	I
Test score:	50	60	50	60	80	50	80	40	70
Weekly sales:	30	60	40	50	60	30	70	50	60

Obtain the regression line of sales on intelligence test score of the salesmen. If the intelligence test score of a salesman is 65, what would be his expected sales? (08 Marks)

- 8 a. Find initial solution for the following transportation problem using i) Least cost method; ii) Vogel's approximation method.

Plant	Distribution centre			Production
	D ₁	D ₂	D ₃	
P ₁	6	4	12	10
P ₂	10	6	5	80
P ₃	15	16	8	70
Demand	20	50	90	

(08 Marks)

- b. A solution for the following transportation problem is: $x_{13} = 10$, $x_{21} = 20$, $x_{24} = 5$, $x_{31} = 5$, $x_{32} = 10$, $x_{33} = 5$.

Factory	Destination				Supply
	D ₁	D ₂	D ₃	D ₄	
F ₁	5	10	4	5	10
F ₂	6	8	7	2	25
F ₃	4	2	5	7	20
Demand	25	10	15	5	

- i) Is this solution feasible?
 ii) Is this solution optimal?
 iii) Does this problem have more than one solution?
 If so find all the solutions. Justify and show all.

(08 Marks)

CBCS Scheme

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16MBA15

First Semester MBA Degree Examination, Dec.2016/Jan.2017 Marketing Management

Time: 3 hrs.

Max. Marks:80

Note: 1. Answer any *FOUR* full questions from Q.No.1 to 7.
2. Q.No. 8 is compulsory.

- 1 a. What is societal concept? (02 Marks)
b. Differentiate between selling and marketing. (06 Marks)
c. What are the macro environmental forces which affects the marketer's decision? Explain. (08 Marks)
- 2 a. What is a product width? (02 Marks)
b. What is market segmentation? Briefly discuss the basis for segmentation. (06 Marks)
c. Explain the stages in new product development. (08 Marks)
- 3 a. What is STP? (02 Marks)
b. Explain the steps in market planning. (06 Marks)
c. Discuss the stages in buying decision making process. (08 Marks)
- 4 a. List out the various types of brands. (02 Marks)
b. Briefly explain the channel design decision. (06 Marks)
c. Explain the stages of product life cycle with relevant marketing strategies. (08 Marks)
- 5 a. What is Niche marketing? (02 Marks)
b. What are the various components of market audit? (06 Marks)
c. Discuss the various kinds of pricing strategies in consumer marketing. (08 Marks)
- 6 a. List out the elements of service mix. (02 Marks)
b. What is channel conflict? Identify the causes of channel conflict. (06 Marks)
c. Explain the term personal selling and describe the steps involved in personal selling. (08 Marks)
- 7 a. What is packaging? (02 Marks)
b. Discuss the factors influencing pricing. (06 Marks)
c. Highlight the steps in developing effective communication. (08 Marks)

Important Note : 1. On completing your answers, compulsorily draw diagonal cross lines on the remaining blank pages.
2. Any revealing of identification, appeal to evaluator and /or equations written eg. 42+8 = 50, will be treated as malpractice.

CASE STUDY

The lift elevator market in India is around Rs.450 crores. Otis India is the market leader with a market share of about 70%. Bharat Bijilee, ECE, Mitsubishi and Hyundai are competitive brands. Otis has a network of nearly 70 centers. The company launched a chip-driven elevator model, OTIS 300F priced between Rs.18 lakhs and Rs.28 lakhs. Hotel industry forms an important segment in this category as lifts are considered essential to consumers. The microprocessor model takes an optimal combination of destinations (stops) ensuring a quick landing at respective destinations (specific floor). The product is also likely to save energy costs significantly, which is an additional USP. OTIS 300F has to target new buildings as old buildings will not have the infrastructure to take on the new model. OTIS also has other models for a huge replacement market which may be integrated in new lifts. It may be noted that grill type of lifts have been banned and this market may be integrated into a "no-grill" lift at the lower end of the product line.

Questions:

- a. What are the marketing segments that you identify for OTIS300F lifts? (04 Marks)
- b. What should be your target market strategies in the above identified segment? (04 Marks)
- c. What would your marketing strategies be for the models in the replacement markets? (04 Marks)
- d. What channels would you recommend for OTIS 300F and replacement market? (04 Marks)

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First Semester MBA Degree Examination, Dec.2016/Jan.2017 Managerial Communication

Time: 3 hrs.

Max. Marks:80

Note: 1. Answer any *FOUR* full questions from Q.No.1 to 7.
2. Q.No. 8 is compulsory.

- | | | |
|----------|--|------------|
| 1 | a. Define communication. | (02 Marks) |
| | b. Explain the purpose of communication. | (06 Marks) |
| | c. Mention the 7C's of successful communication. | (08 Marks) |
| 2 | a. What is Non-Verbal communication? | (02 Marks) |
| | b. Discuss in detail the process of communication. | (06 Marks) |
| | c. Briefly explain the different types of communication. | (08 Marks) |
| 3 | a. What is written communication? | (02 Marks) |
| | b. Discuss the 3 × 3 writing process for business communication. | (06 Marks) |
| | c. Illustrate the principles of effective writing. | (08 Marks) |
| 4 | a. What is case? Mention the different types of case. | (02 Marks) |
| | b. Elaborate the types of reports. | (06 Marks) |
| | c. Discuss the structure of a Good Business letter. | (08 Marks) |
| 5 | a. What are the elements of presentation? | (02 Marks) |
| | b. Elaborate the factors affecting the negotiation process. | (06 Marks) |
| | c. Briefly elaborate the benefits of the intranet. | (08 Marks) |
| 6 | a. What is Email? | (02 Marks) |
| | b. Mention the different modes of oral communication. | (06 Marks) |
| | c. Write a note on SMS and video conferencing. | (08 Marks) |
| 7 | a. Mention the purpose of meetings. | (02 Marks) |
| | b. Distinguish between oral and written communication. | (06 Marks) |
| | c. Write a note on barriers to communication. | (08 Marks) |

8

CASE STUDY

Mr. and Mrs. Basu went to woodlands apparel to buy a pullover. Mr. Basu did not read the price tag on the piece selected by him. At the counter while making the payment, he asked for the price Rs.950 was the answer.

Mean while, Mrs. Basu who was still shopping came back and joined him. Looking the pull over tag, she pointed out that there was a 25% discount on it, Mr. Basu was thrilled to hear that "It means the price of this pull over is just Rs.712 said Mr. Basu. He decided to buy one more pull over in green colour. When he received the cash memo for payment, he was astonished to find that he had to pay Rs.1900 and not Rs.1424. Mr. Basu could hardly reconcile himself to the fact that the counter person had quoted the discounted price which was Rs.950. The original price printed on the price tag was Rs.1266.

Questions:

- | | | |
|----|---|------------|
| a. | Identify the three sources of Mr. Basu information. | (04 Marks) |
| b. | Discuss the main filter involved in this case. | (04 Marks) |
| c. | What should Mr. Basu have done to avoid the misunderstanding? | (04 Marks) |
| d. | Who is to blame for this communication gap? Why? | (04 Marks) |

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Second Semester MBA Degree Examination, Dec.2016/Jan.2017

Financial Management

Time: 3 hrs.

Max. Marks:100

Note: 1. Answer any three full questions from Q.No.1 to Q.No.6.

2. Question No. 7 & 8 are compulsory.

3. Use of time value tables permitted.

- 1 a. Mention any three importance of financial management. (03 Marks)
- b. What are the arguments in favour of profit maximization? (07 Marks)
- c. What is money market? Briefly explain various money market instruments. (10 Marks)
- 2 a. What is angel investing? (03 Marks)
- b. An investor deposits Rs 100 in a bank account for 5 years at 8% interest. Find out the amount which he will have in his account if interest is compounded
i) annually ii) semi-annually and iii) quarterly. (07 Marks)
- c. A company has on its books the following accounts and specific costs of each type of capital.

Type of capital	Book value	Market value	Specific cost (%)
Dept capital	4,00,000	3,80,000	5
Preference capital	1,00,000	1,10,000	8
Equity	6,00,000	9,00,000	15
Retained Earning	2,00,000	3,00,000	13

Determine the weighted average cost of capital using :

- i) Book value weights and
- ii) Market value weights. (10 Marks)
- 3 a. Find out the present value of Rs 3,000 received after 10 years hence, if the discount rate is 10%. (03 Marks)
- b. What do you understand by hybrid financing? Also explain the features of debentures as an instrument of hybrid financing. (07 Marks)
- c. A businessman borrowed Rs 25, 00,000 at an interest rate of 8% per annum. The loan has to be repaid in equal installments payable at the end of every year for 5 years. Compute the annual installment and prepare a loan amortization schedule. (10 Marks)
- 4 a. What is marginal cost of capital? (03 Marks)
- b. Two competing projects, which require an equal investment of Rs 50,000 and are expected to generate net cash flows as under.

Year	Project X	Project Y
1	25,000	10,000
2	15,000	12,000
3	10,000	18,000
4	-	25,000
5	12,000	8,000
6	6,000	4,000

The cost of capital of the company is 10%

Evaluate the project proposals under

- i) Payback period method and
- ii) NPV method.

(07 Marks)

c. Explain the factors influencing working capital requirements of a firm. (10 Marks)

5 a. Define capital budgeting. (03 Marks)

b. From the following data, prepare a statement showing working capital requirement for the year 2016 :

- i) Estimated output for the year 1,30,000 units (52 weeks).
- ii) Stock of raw materials 2 weeks and material in process for 2 weeks 50% wages and overheads are incurred.
- iii) Finished goods remain in storage for 2 weeks.
- iv) Creditors 2 weeks
- v) Debtors 4 weeks
- vi) Outstanding wages and overheads 2 weeks each
- vii) Selling price per unit Rs 15.
- viii) Analysis of cost per unit is as below :

Raw material	Rs 5	Per unit
Labour	Rs 3	Per unit
Over heads	Rs 2	Per unit
Profit	Rs 5	Per unit

Assume the operations are evenly spread throughout the year.

(07 Marks)

c. Calculate the degree of operating leverage financial leverage and combined leverage for the following firms. (10 Marks)

	P	Q	R
Output (units)	3,00,000	75,000	5,00,000
Fixed cost (Rs)	3,50,000	7,00,000	75,000
Variable cost per unit (Rs)	1.00	7.50	0.10
Interest expenses (Rs)	25,000	40,000	NIL
Unit selling price (Rs)	3	25	0.50

6 a. What is net working capital? (03 Marks)

b. What is meant by derivatives? Also briefly explain the different types of derivatives. (07 Marks)

c. A company has to select one of two alternative projects where particulars are given below:

Year	Project A	Project B
0	1,28,720	1,05,000
1	1,00,000	10,000
2	20,000	10,000
3	10,000	20,000
4	10,000	1,00,000

The company can arrange necessary funds at 8%. Compute the NPV and IRR of each project and comment on the result. (10 Marks)

- 7 **Compulsory :**
- A company has 10% perpetual debt of Rs 1,00,000. The tax rate is 35%. Determine the cost of capital (before tax as well as after tax) assuming the debt is issued at :
i) Par ii) 10% discount iii) 10% premium. **(05 Marks)**
 - Mr. Anand an employed of a company is about to retire at the age of 60. His employer has offered him two post retirement options :
i) Rs 10,00,000 lumpsum payment.
ii) Rs 1,25,000 for 20 years.
Assuming 10% interest rate which is better option for Mr. Anand. **(05 Marks)**
 - A firm has approached you for a help in designing its capital structure. What factors would you consider while designing the capital structure for the company? **(05 Marks)**
 - Briefly explain any five factors affecting dividend policy. **(05 Marks)**

8 **Case Study [Compulsory] :**

A plastic manufacturing company has under consideration the proposal of production of high quality plastic glasses. The necessary equipment to manufacture the glasses would cost Rs 1,00,000 and would last 5 years. The tax relevant rate of depreciation is 20% on written down value. There is no other asset in this block. The expected salvage value is Rs 10,000.

The glasses can be sold at Rs 4 each. Regardless of the level of production, the manufacturer will incur cash cost of Rs 25,000 each year if the project is undertaken. The variable cost are estimated at Rs 2 per glass. The manufacturer estimates it will sell about 75,000 glasses per year, the tax rate is 35%.

Should the proposed equipment be purchased? Assume 20% cost of capital and additional working capital requirement is Rs 50,000. **(20 Marks)**

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Second Semester MBA Degree Examination, Dec.2016/Jan.2017
Human Resource Management

Time: 3 hrs.

Max. Marks:100

SECTION - A*Note : Answer any FOUR questions from Q.No.1 to Q.No.7.*

- 1 Define line and staff relationship. (03 Marks)
- 2 What is Internal mobility? (03 Marks)
- 3 What is training? (03 Marks)
- 4 What is orientation? (03 Marks)
- 5 Define performance appraisal. (03 Marks)
- 6 What is career planning? (03 Marks)
- 7 Define HRM. (03 Marks)

SECTION - B*Note : Answer any FOUR questions from Q.No.1 to Q.No.7.*

- 1 Discuss the evolution of Human Resource Management. (07 Marks)
- 2 Explain recruitment techniques. (07 Marks)
- 3 Explain various methods of on-the-job training. (07 Marks)
- 4 Explain various objectives of compensation management. (07 Marks)
- 5 Explain various steps in the employee Grievance procedure. (07 Marks)
- 6 What is industrial conflict? Explain any two types of strikes. (07 Marks)
- 7 Discuss the factors influencing the compensation level. (07 Marks)

SECTION - C*Note : Answer any FOUR questions from Q.No.1 to Q.No.7.*

- 1 Explain various objectives of HRM. (10 Marks)
- 2 Discuss Human Resource Planning process. (10 Marks)
- 3 Elucidate selection process. (10 Marks)
- 4 Explain various methods of performance appraisal. (10 Marks)

- 5 Discuss various causes of industrial disputes. (10 Marks)
- 6 Explain various welfare and recreational facilities offered to employees. (10 Marks)
- 7 Explain essentials of a good disciplinary system. (10 Marks)

SECTION - D
CASE STUDY – [Compulsory]

POOR SANJAY

One Monday morning Sanjay Nagpal, a recent recruit from a reputed management institute in Mumbai, walked into the sales office at Chennai as a new sales trainee. Raghavan, the zonal sales manager for a large computer hardware firm was there to greet him. Raghavan's job consisted overseeing the work of sales officers, field executives, and trainee salesmen numbering over 50 of three areas namely Chennai, Bangalore, Trivendrum. The sales growth of computers, parts and office equipments in his area was highly satisfactory, especially in recent years thanks to the development initiatives taken by respective state Governments in spreading computer education in offices, schools, colleges, banks and other institutions.

Raghavan had collected several sales reports, catalogues and pamphlets describing in detail the types of office equipments sold by the company. After a pleasant chat about their backgrounds, Raghavan gave Sanjay the collected material and showed him to his assigned desk.

Thereafter Raghavan excused himself and did not return. Sanjay spent the whole day scanning the material and at 5.00 PM he picked up his things and went home.

Questions:

1. What do you think about Raghavan's training programme? (05 Marks)
2. What types of sales training programme would you suggest? (05 Marks)
3. What method of training would have been best under the circumstances? (05 Marks)
4. Would you consider OJT simulation or experiential methods? (05 Marks)

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Second Semester MBA Degree Examination, Dec.2016/Jan.2017
Financial Management

Time: 3 hrs.

Max. Marks:100

SECTION - A*Note : Answer any FOUR questions from Q.No.1 to Q.No.7.*

- 1 What do you understand by 'Angel Investing?' (03 Marks)
- 2 Mr. X makes a deposit of Rs 10,000 in a bank which pays 8% interest compounded annually for 8 years. You are required to find out the amount to be received by him after 8 years. (03 Marks)
- 3 What is marginal cost of capital? (03 Marks)
- 4 A company is considering the purchase of a machinery costing Rs 36,000. The machine can reduce annual labour cost by Rs 6000. Calculate the payback period. (03 Marks)
- 5 What is operating cycle? (03 Marks)
- 6 What is optimum capital structure? (03 Marks)
- 7 Define financial engineering. (03 Marks)

SECTION - B*Note : Answer any FOUR questions from Q.No.1 to Q.No.7.*

- 1 Briefly explain the functions of Financial Management. (07 Marks)
- 2 What is private equity? Mention the advantages of private equity. (07 Marks)
- 3 Explain the capital budgeting process. (07 Marks)
- 4 An investor deposits Rs 200 in a bank account for 5 years at 8% interest. Find out the amount which he will have in his account if interest is compounded
 - i) Annually
 - ii) Semi – annually (6 month)
 - iii) Quarterly. (07 Marks)
- 5 A company issues Rs 10, 00,000, 10% redeemable debentures at a discount of 5%. The cost of floatation amounts to Rs 30,000. The debentures are redeemable after 5 years at par. Calculate after tax cost of debt assuming a tax rate of 50%. (07 Marks)
- 6 Calculate operating leverage, financial leverage and combined leverage from the following data :

Sales (1,00,000 units)	Rs 2,00,000
Variable cost per units	Rs 0.70
Fixed cost	Rs 65,000
Interest charges	Rs 15,000

 (07 Marks)
- 7 The following information is available in respect of a trading firm :
 - i) On an average, debtors are collected after 15 days, inventories have an average holding period of 25 days and creditors' payment period on an average is 10 days.
 - ii) The firm spends a total of Rs 40 lakh annually at a constant rate.
 - iii) It can earn 10% on investment.
 For the above information, compute
 - a) The cash cycle
 - b) Cash turn over and
 - c) Minimum amount of cash to be maintained to meet payments as they become due
 - d) Savings by reducing the average inventory holding period by 10 days. (07 Marks)

SECTION - C*Note : Answer any FOUR questions from Q.No.1 to Q.No.7.*

- 1 Write short note on the following :
 - i) Lease financing, finance lease and operating lease (06 Marks)
 - ii) Venture capital (04 Marks)
- 2 Explain the basic approaches to determine an appropriate current asset financing mix. (10 Marks)
- 3 Explain the type of mergers. Also explain the major economic advantages of a merger. (10 Marks)
- 4 Given below is the summary of the balance sheet of the company as at 31st March 2016.

Liabilities	Amount	Assets	Amount
Equity share capital 20,000 shares of Rs 10 each	2,00,000	Fixed asset	4,00,000
Reserves and surplus	1,30,000	Investment	50,000
8% debentures	1,70,000	Current asset	2,00,000
current liabilities :			
Short term loans	1,00,000		
Trade creditors	50,000		
	6,50,000		6,50,000

You are required to calculate WACC of the company using Balance sheet valuation. The following additional information is also available :

- i) 8% debentures were issued at par
 - ii) All interest payment is up to date and equity dividend is currently 12%
 - iii) Short term loan carries interest 18% p.a
 - iv) The shares and debentures of the company are all quoted on stock exchange and current market prices are as follows :
Equity share Rs 14 each
8% debentures Rs 98 each
 - v) The rate of tax for the company may be taken at 50%. (10 Marks)
- 5 The Directors of ABC Ltd., are contemplating the purchase of a machine: two alternative machines (old machine and new machine) are under consideration. Ignoring interest but considering tax at 50% of net earnings, calculate annual cash inflow from both the alternatives. The following are the details :

	Old machine	New machine
Purchase price	Rs 40,000	Rs 60,000
Estimated life of machine	10 years	10 years
Machine running hours per annum	2000 hrs	2000 hrs
Units per hour	24	36
Wages per running hour	Rs 3	Rs 5.25
Power per annum	Rs 2,000	Rs 4,500
Consumable stores per annum	Rs 6000	Rs 7,500
All other charges per annum	Rs 8,000	Rs 9,000
Material cost per unit	Rs 0.50	Rs 0.50
Selling price per unit	Rs 1.25	Rs 1.25

You may assume that the above information regarding sales and cost of sales will hold well through the economic life of each of the machines. (10 Marks)

- 6 A company has an investment opportunity costing Rs 40,000 with the following expected net cash inflows :

Year	Net cash inflows
1	7,000
2	7,000
3	7,000
4	7,000
5	7,000
6	8,000
7	10,000
8	15,000
9	10,000
10	4,000

Determine the NPV and IRR of the investment opportunity. The cost of capital of the company is 10%. (10 Marks)

- 7 If the discount/required rate is 10%, compute the present value of the cash flow streams detailed below :
- Rs 100 at the end of year 1 (one) ;
 - Rs 100 at the end of year 4 ;
 - Rs 100 at the end of i) year 3 and ii) year 5 and
 - Rs 100 for the next 10 years (for years 1 through 10)
- (10 Marks)

SECTION - D
CASE STUDY – | Compulsory |

The management of Arun Ltd has called for a statement showing the working capital needed to finance a level of activity of 3,00,000 units of output for the year. The cost structure for the company's product, for the above mentioned activity level, is detailed below :

	Per unit Rs
Raw – materials	20
Direct labour	5
Over heads	15
Total	40
Profit	10
Selling price/unit	50

- Past experience indicates that raw materials are held in stock, on an average for two months.
 - Work-in-progress (100% complete is regard to materials and 50% for labour and overheads) will approximately be to half a month's production.
 - Finished goods remain in warehouse, on an average for a month.
 - Suppliers of materials extend a month's credit.
 - Two months credit is allowed to debtors, calculation of debtors may be made at selling price.
 - A minimum cash balance of Rs 25,000 is expected to be maintained.
 - The production pattern is assumed to be even during the year.
- Prepare the statement for working capital requirements. (20 Marks)

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Second Semester MBA Degree Examination, Dec.2016/Jan.2017
Research Methods

Time: 3 hrs.

Max. Marks:100

SECTION - A*Note : Answer any FOUR questions from Q.No.1 to Q.No.7.*

- 1 What are different features of good research? (03 Marks)
- 2 Define projective technique. (03 Marks)
- 3 What is a sample design? (03 Marks)
- 4 What are different primary sources of data? (03 Marks)
- 5 What is meant by data cleaning? (03 Marks)
- 6 What is ANOVA? (03 Marks)
- 7 State the impotence of report writing. (03 Marks)

SECTION - B*Note : Answer any FOUR questions from Q.No.1 to Q.No.7.*

- 1 "The task of defining the research problem often follows sequential pattern". Explain. (07 Marks)
- 2 What is observation research? Explain its types. (07 Marks)
- 3 What are sampling errors? How do reduce these errors? (07 Marks)
- 4 What is qualitative research? Explain classification of qualitative research procedure. (07 Marks)
- 5 Explain the data preparation process. (07 Marks)
- 6 Explain the procedure for hypothesis testing. (07 Marks)
- 7 What are different type of report? Explain. (07 Marks)

SECTION - C*Note : Answer any FOUR questions from Q.No.1 to Q.No.7.*

- 1 Describe the steps in marketing research process. (10 Marks)
- 2 How are research design classified? What are the distinguishing features of each? (10 Marks)
- 3 Why probability sampling is generally preferred in comparison to non – probability sampling? Explain the types of probability sampling. (10 Marks)
- 4 Discuss most widely used classification of measurement scales. (10 Marks)

- 5 Write a short note on :
- i) Pie – chart
 - ii) Barchart
 - iii) Histogram
 - iv) Frequency polygon. (10 Marks)
- 6 Explain sampling design process. (10 Marks)
- 7 Describe a commonly used format for writing marketing research report. (10 Marks)

SECTION - D
CASE STUDY – [Compulsory]

TOURISM DEPARTMENT TELEPHONES BIRTHDAY BOY AND GIRLS.

A Telephone survey was conducted for the Florida department of Tourism to gain an understanding of travel behavior of in state residents. The households were partitioned by North, Central, and South Florida regions. In 2003, there were approximately 16 million Florida residents. A computerized random – digit sample (with the help of a computer program) was used to reach these households. Households were screened to locate family member who meet four qualifications.

- i) Age 25 are older
- ii) Live in Florida at least seven month of the year.
- iii) Have lived in Florida at least 2 year
- iv) Have Florida driver's license.

To obtain a representative sample of qualified individuals, a random method was used to select the respondent from within a house hold. All house hold members meeting the four qualifications were listed and the person with the next birthday was selected. Repeated call backs were made to reach that person.

Questions:

- a) Identify the target population.
- b) Which is the appropriate method of sampling?
- c) What is the sampling frame used?
- d) Explain the execution of research. (20 Marks)

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- c. Explain the factors influencing working capital requirements of a firm. (10 Marks)
- 5 a. Define capital budgeting. (03 Marks)
- b. From the following data, prepare a statement showing working capital requirement for the year 2016 :
- Estimated output for the year 1,30,000 units (52 weeks).
 - Stock of raw materials 2 weeks and material in process for 2 weeks 50% wages and overheads are incurred.
 - Finished goods remain in storage for 2 weeks.
 - Creditors 2 weeks
 - Debtors 4 weeks
 - Outstanding wages and overheads 2 weeks each
 - Selling price per unit Rs 15.
 - Analysis of cost per unit is as below :
- | | | |
|--------------|------|----------|
| Raw material | Rs 5 | Per unit |
| Labour | Rs 3 | Per unit |
| Over heads | Rs 2 | Per unit |
| Profit | Rs 5 | Per unit |
- Assume the operations are evenly spread throughout the year. (07 Marks)
- c. Calculate the degree of operating leverage financial leverage and combined leverage for the following firms. (10 Marks)

	P	Q	R
Output (units)	3,00,000	75,000	5,00,000
Fixed cost (Rs)	3,50,000	7,00,000	75,000
Variable cost per unit (Rs)	1.00	7.50	0.10
Interest expenses (Rs)	25,000	40,000	NIL
Unit selling price (Rs)	3	25	0.50

- 6 a. What is net working capital? (03 Marks)
- b. What is meant by derivatives? Also briefly explain the different types of derivatives. (07 Marks)
- c. A company has to select one of two alternative projects where particulars are given below:

Year	Project A	Project B
0	1,28,720	1,05,000
1	1,00,000	10,000
2	20,000	10,000
3	10,000	20,000
4	10,000	1,00,000

The company can arrange necessary funds at 8%. Compute the NPV and IRR of each project and comment on the result. (10 Marks)

7

Compulsory :

- a. A company has 10% perpetual debt of Rs 1,00,000. The tax rate is 35%. Determine the cost of capital (before tax as well as after tax) assuming the debt is issued at :
 i) Par ii) 10% discount iii) 10% premium. (05 Marks)
- b. Mr. Anand an employed of a company is about to retire at the age of 60. His employer has offered him two post retirement options :
 i) Rs 10,00,000 lumpsum payment.
 ii) Rs 1,25,000 for 20 years.
 Assuming 10% interest rate which is better option for Mr. Anand. (05 Marks)
- c. A firm has approached you for a help in designing its capital structure. What factors would you consider while designing the capital structure for the company? (05 Marks)
- d. Briefly explain any five factors affecting dividend policy. (05 Marks)

8

Case Study [Compulsory] :

A plastic manufacturing company has under consideration the proposal of production of high quality plastic glasses. The necessary equipment to manufacture the glasses would cost Rs 1,00,000 and would last 5 years. The tax relevant rate of depreciation is 20% on written down value. There is no other asset in this block. The expected salvage value is Rs 10,000.

The glasses can be sold at Rs 4 each. Regardless of the level of production, the manufacturer will incur cash cost of Rs 25,000 each year if the project is undertaken. The variable cost are estimated at Rs 2 per glass. The manufacturer estimates it will sell about 75,000 glasses per year, the tax rate is 35%.

Should the proposed equipment be purchased? Assume 20% cost of capital and additional working capital requirement is Rs 50,000. (20 Marks)

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Second Semester MBA Degree Examination, Dec.2016/Jan.2017
Entrepreneurial Development

Time: 3 hrs.

Max. Marks:100

SECTION - A*Note : Answer any FOUR questions from Q.No.1 to Q.No.7.*

- | | | |
|---|---|------------|
| 1 | Who is a Fabian entrepreneur? | (03 Marks) |
| 2 | What is Heuristics? | (03 Marks) |
| 3 | What is a Business Plan? | (03 Marks) |
| 4 | Expand KVIC, SIDBI, NABARD, SIDCO, IDBI, DIC. | (03 Marks) |
| 5 | What is succession in family business? | (03 Marks) |
| 6 | Define international entrepreneurship. | (03 Marks) |
| 7 | What is social entrepreneurship? | (03 Marks) |

SECTION - B*Note : Answer any FOUR questions from Q.No.1 to Q.No.7.*

- | | | |
|---|---|------------|
| 1 | Explain the roadmap of entrepreneurial process in detail. | (07 Marks) |
| 2 | Describe the different models of innovations. | (07 Marks) |
| 3 | Briefly explain the features of business plan. | (07 Marks) |
| 4 | List the functions of DIC. | (07 Marks) |
| 5 | Explain the responsibilities and rights of shareholders of a family business. | (07 Marks) |
| 6 | Distinguish between international and domestic entrepreneurship. | (07 Marks) |
| 7 | Discuss the challenges and opportunities of rural entrepreneurship. | (07 Marks) |

SECTION - C*Note : Answer any FOUR questions from Q.No.1 to Q.No.7.*

- | | | |
|---|--|------------|
| 1 | Explain the types of entrepreneurs. | (10 Marks) |
| 2 | Describe the techniques of creative problem solving. | (10 Marks) |
| 3 | Explain the process of business plan in detail. | (10 Marks) |
| 4 | Discuss the highlights of latest industrial policy of government of India. | (10 Marks) |

- 5 Describe the various strategies for improving the capability of family business. (10 Marks)
- 6 Explain the modes of entry of an entrepreneur into international business. (10 Marks)
- 7 Discuss the various steps in venture capital process. (10 Marks)

SECTION - D
CASE STUDY – | Compulsory |

Sibling Rivalry in Family Business

Reliance Industries Limited (RIL) is India's largest private sector company. The Reliance Group's annual revenue is in excess of USD 6,600 crore. However the company has witnessed unprecedented rivalry between siblings Anil and Mukesh Ambani, sons of the Late Dhirubhai Ambani, the group's founder.

Anil Ambani, born in 1959, joined RIL in 1983 as co-chief executive officer. He holds an MBA degree from the Wharton school of the university of Pennsylvania and is credited with having pioneered many financial innovations in the Indian Capital markets. For this, he has been regarded as a financial wizard. He has steered the Reliance Group to its current status as India's leading textiles, petroleum, petrochemicals, power and telecommunications company.

Mukesh Ambani, born in 1957, enrolled into the MBA programme at the Stanford Business school but dropped out after the first year to assist in his father's business. He joined RIL in 1981 and initiated its backward integration from textiles into polyester fibres and further into petrochemicals. In this process, he directed the creation of 60 new world class manufacturing facilities involving diverse technologies.

The brothers fell out after the death of their father in 2002. Their father, Dhirubhai Ambani had left no will regarding separation and succession. In 2006, the group was split between the brothers under terms suggested by their mother, Kokilaben. Mukesh kept the group's petrochemical flagship, Reliance Industries (RIL), Indian petrochemicals Corp. Ltd., Reliance Petroleum and Reliance Industrial Infrastructure Ltd., and kept the Reliance name. Anil formed the Anil Dhirubhai Ambani Group (ADAG) consisting of Reliance Communication, Reliance Capital, Reliance Energy and Reliance Natural Resources Ltd.

Almost eight years after they fought publicly, Mukesh and Anil signed a deal worth ₹ 1200 crore that would allow Reliance Jio Infocom, the telecom division of Mukesh's Reliance industries to roll out 4G services using the nationwide fibre network operated by Anil's Reliance Communications. This deal has sparked hopes of reconciliation between the brothers.

1. What were the reasons for the split in Reliance Industries? (06 Marks)
2. How could the ownership issues in this case have been sorted out? (06 Marks)
3. What according to you are the key issues in family business management in this case? (08 Marks)

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14MBAFM301

Third Semester MBA Degree Examination, Dec.2016/Jan.2017
Principles and Practices of Banking

Time: 3 hrs.

Max. Marks:100

SECTION - A*Note : Answer any FOUR questions from Q.No.1 to Q.No.7.*

- 1 Define "Banking". (03 Marks)
- 2 What is "bankers right of lien"? (03 Marks)
- 3 Give the meaning of satellite banking. (03 Marks)
- 4 What is "exchange rate"? (03 Marks)
- 5 Give the meaning of "loan". (03 Marks)
- 6 What is "asset liability management"? (03 Marks)
- 7 What is a "negotiable instrument"? (03 Marks)

SECTION - B*Note : Answer any FOUR questions from Q.No.1 to Q.No.7.*

- 1 Discuss the KYC (Know Your Customer) guidelines issues by the RBI. (07 Marks)
- 2 Explain the objectives of asset liability management in banks. (07 Marks)
- 3 Write a short note on debit card and credit card. (07 Marks)
- 4 What is a "commercial bank"? What are its primary functions? (07 Marks)
- 5 Discuss the duties and responsibilities of a collecting banker. (07 Marks)
- 6 Give the meaning of "bank overdraft". What are the advantages if bank overdraft to the corporate? (07 Marks)
- 7 Give the meaning of "letter of credit". Explain how it works. (07 Marks)

SECTION - C*Note : Answer any FOUR questions from Q.No.1 to Q.No.7.*

- 1 Discuss the phases in the growth of Indian banking systems. (10 Marks)
- 2 What is "dishonour of a cheque"? Explain the circumstances under which a cheque can be dishonoured. (10 Marks)
- 3 What is "universal banking"? Discuss the advantages of universal banking. (10 Marks)

4. What is "correspondent banking"? Mention the services rendered by correspondent banks. (10 Marks)
5. What is asset-liability-management committee? Explain its functions. (10 Marks)
6. Give the meaning of "loans against book debts". What are the precautions taken by the banker at the time of sanctioning loan against book debts? (10 Marks)
7. "Banker and the customer enjoys a unique relationship". Discuss the various relationships that exist between the banker and the customer. (10 Marks)

SECTION - D
CASE STUDY – [Compulsory]

Indian Financial System has undergone a sea change with the ushering in of economic reforms in 1991. Vibrancy, vitality and the vigour of a financial system to a large extent reflect and decide the economic health of a country. Rapid growth of the economy and maturing of financial system have perfectly complemented each other, while the regulators – majorly RBI and SEBI, have kept a tight vigilance fastening balanced growth. The Indian financial markets are not byzantine compared to the western financial markets, but are also not as premature as some financial markets in developing nations. Regulators have done a splendid job in achieving a fine balance, which was well demonstrated by the way the Indian financial institution withstood the global financial meltdown.

Answer the following questions:

1. In the light of the above case discuss the functions of Reserve Bank India, in ensuring a sound "Banking System".
2. Discuss the role of commercial banks in the economic development of our country. (20 Marks)

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Third Semester MBA Degree Examination, Dec.2016/Jan.2017

Investment Banking and Financial Services

Time: 3 hrs.

Max. Marks:100

Note : Use of compound interest table is permitted.

SECTION - A

Note : Answer any FOUR questions from Q.No.1 to Q.No.7.

- 1 What are the three micro finance delivery mechanism? (03 Marks)
- 2 What is 'avalizing'? (03 Marks)
- 3 What is 'home equity loan'? (03 Marks)
- 4 What is 'up-front lease'? (03 Marks)
- 5 What are the three categories of investment banks? (03 Marks)
- 6 What are 'custodial services'? (03 Marks)
- 7 What is special purpose vehicle (SPV)? (03 Marks)

SECTION - B

Note : Answer any FOUR questions from Q.No.1 to Q.No.7.

- 1 Distinguish between 'factoring' and 'discounting'. (07 Marks)
- 2 What are the steps in granting housing loan? (07 Marks)
- 3 What is 'venture capital'? What are the three forms of venture capital in India? (07 Marks)
- 4 What is 'underwriting'? Explain the US model and the Indian model of underwriting? (07 Marks)
- 5 What is 'leasing' and 'hire purchase'? What are the problems facing leasing industry? (07 Marks)
- 6 List and explain the features of investment banking. (07 Marks)
- 7 Write short notes on:
 - i) Private equity
 - ii) Future of micro finance (07 Marks)

SECTION - C

Note : Answer any FOUR questions from Q.No.1 to Q.No.7.

- 1 What are investment banks? Distinguish between investment banking and commercial banking. (10 Marks)
- 2 What is a non-banking financial company (NBFC)? List SEBI regulations for share brokers in India. (10 Marks)
- 3 Why s 'securitization' not popular in India? (10 Marks)
- 4 What is 'forfeiting'? What are the advantages of 'factoring'? (10 Marks)
- 5 What are the various types of housing loans? (10 Marks)
- 6 What are the advantages of depositories? (10 Marks)
- 7 Explain the benefits of 'credit rating' to businesses. (10 Marks)

SECTION - D**CASE STUDY – [Compulsory]**

Case study (compulsory):

- 1 On 1st April, 2015 a manufacturing company buys on hire purchase system a machinery for Rs.60000, payable by three equal annual installments combining principal and interest, the rate of interest was 5% per annum. Calculate the amount of cash price and interest. (08 Marks)
- 2 A Ltd purchased a machine from B Ltd on hire purchase basis on the following terms:
 - i) Cash down payment = 20%
 - ii) Three installments of Rs.200000 each at the end of the first year, third year, and sixth year.
 - iii) Interest to be charged by vendor at 10% p.a.
 Given these information, you are required to compute the cash price of the machine. (12 Marks)

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Third Semester MBA Degree Examination, Dec.2016/Jan.2017
Investment Management

Time: 3 hrs.

Max. Marks:100

SECTION - A*Note : Answer any FOUR questions from Q.No.1 to Q.No.7.*

- 1 What is Callability Risk? (03 Marks)
- 2 What is Gambling? (03 Marks)
- 3 Define Rights issue. (03 Marks)
- 4 What is Purchasing Power risk? (03 Marks)
- 5 What do you mean by 'OOD LOT' Trading? (03 Marks)
- 6 What is Constant Rupee value plan? (03 Marks)
- 7 Alpha of a stock is 3.72, Beta is 0.99 and market return is 13.5%. What is expected return of the stock? (03 Marks)

SECTION - B*Note : Answer any FOUR questions from Q.No.1 to Q.No.7.*

- 1 Differentiate between Investment and speculation. (07 Marks)
- 2 Discuss the constant ratio plan and variable ratio plan of port folio revision. (07 Marks)
- 3 What is Technical Analysis and what are the basic principles of technical analysis? (07 Marks)
- 4 Who are the major participants in the securities market? (07 Marks)

5

Market return	-6.54	3.37	-3.01	0.14	-1.57	-2.28	3.28	-0.95	0.47
Company X's stock return	-4.52	2.13	-3.96	-0.94	-1.71	-4.76	8.00	0.04	6.5

Compute the Beta of company X's stock.

(07 Marks)

- 6 Texton Ltd is expected to pay a dividend of Rs 7 in the next year. The dividend in subsequent year is expected to grow at the rate of 10% per year. If the required rate of return is 15% per year, what should be its price? Is it advisable to buy the share if its market value is Rs 150? (07 Marks)
- 7 Compute the relative strength index of company X's share. (07 Marks)

Day	1	2	3	4	5	6	7	8	9	10
Price	300	304	319	317	319	333	331	332	348	346

SECTION - C

Note : Answer any FOUR questions from Q.No.1 to Q.No.7.

- 1 Explain different types of risks associated with the investment. (10 Marks)
- 2 What are the commonly analysed macro economic factors as a part of fundamental analysis? (10 Marks)
- 3 Write a brief note on different types of mutual fund. (10 Marks)
- 4 Explain different forms of market efficiency. (10 Marks)
- 5 Mr. Nithyananda is considering following investment alternatives. What should be the required rate of return for each of the following investments if return on the market is 12% and return on treasury bill is 6.75%. (10 Marks)

Security	A	B	C	D	E
Beta	1.20	0.80	1.50	0.60	1.25

Also compute expected return of portfolio, if he invests equally on all the stocks.

- 6 The following information are related to portfolio of an investor. (10 Marks)

Security	Beta	Alpha	Residual variance
M	1.4	3	300
N	1.2	2.7	290
O	0.8	2	210
P	1.1	2.2	230

Return of the market is 15% and variance of the market portfolio is 250. The proportion of investment in Individual stock is M = 20%, N = 30%, O = 20% and P = 30%. Compute the expected return and risk of the portfolio as per Sharpe's Single Index Model.

- 7 The following details are related to 4 portfolios and market. (10 Marks)

Portfolio	Avg. Annual return	Standard deviation	Correlation co-efficient
W	17	27	0.8
X	14	18	0.6
Y	15	8	0.9
Z	12	10	0.7
Market	13	12	-

Risk free rate of interest is 8%. Rank the portfolio using Sharpe's & Treynor's method.

SECTION - D**CASE STUDY - [Compulsory]**

The return and probability associated with 3 stocks are given below :

Probability	Returns (in %)		
	Stock X	Stock Y	Stock Z
0.3	9	4	6
0.5	15	12	10
0.2	18	15	14

- Find out : a) Expected return and risk of Individual securities. (10 Marks)
- Expected return and risk of portfolio if the proportion of investment in each of the securities are : (10 Marks)

Security	X	Y	Z
Proportion of Investment	30%	45%	25%

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Third Semester MBA Degree Examination, Dec.2016/Jan.2017
Industrial Relations and Legislations

Time: 3 hrs.

Max. Marks:100

SECTION - A*Note : Answer any FOUR questions from Q.No.1 to Q.No.7.*

- 1 What are the objectives of industrial relations? (03 Marks)
- 2 What are the essential conditions for the success of collective bargaining? (03 Marks)
- 3 Mention the functions of trade unions. (03 Marks)
- 4 What are the principles of red hot stone rule? (03 Marks)
- 5 List out the types of industrial conflict. (03 Marks)
- 6 What is personal injury according to employee compensation Act, 1923? (03 Marks)
- 7 State any 6 contents of standing orders. (03 Marks)

SECTION - B*Note : Answer any FOUR questions from Q.No.1 to Q.No.7.*

- 1 What are the factors affecting industrial relation. (07 Marks)
- 2 Briefly describe collective bargaining process. (07 Marks)
- 3 Explain the problems of trade unions. (07 Marks)
- 4 Briefly explain the model grievance procedure. (07 Marks)
- 5 What are the conditions for the payment of maternity benefits under maternity benefits act, 1961? (07 Marks)
- 6 Explain in detail the disciplinary procedure. (07 Marks)
- 7 What are the benefits under EST act? Explain. (07 Marks)

SECTION - C*Note : Answer any FOUR questions from Q.No.1 to Q.No.7.*

- 1 Describe industrial relations in pre and post independence period. (10 Marks)
- 2 Describe the objectives and different forms of workers participation in management. (10 Marks)
- 3 Explain the procedure for registration of trade unions and grounds for cancellation of trade unions. (10 Marks)

- 4 Write a note on settlement machinery available for resolving industrial dispute under industrial dispute Act, 1947. (10 Marks)
- 5 Briefly describe the forms and sources of grievance. (10 Marks)
- 6 Explain the circumstance in which the employer is liable to pay compensation under employee compensation Act, 2013. (10 Marks)
- 7 What is gratuity? List out the main provisions of payment of gratuity Act, 1972. (10 Marks)

8

SECTION - D
CASE STUDY – [Compulsory]

EGL is professionally managed company with a fair record of labor management relations. Its head quarters are located in Nehru Place, New Delhi. It houses about 500 employees in three floors. One days a senior manager in the human resource department observed that a few women employees were washing their hands after lunch at the water cooler in the third floor. The manager immediately reported the matter to his supervisor, who got a notice put up and circulated it to all employees. It read as follows :

It was observed that some employees are washing their hands at the water cooler. Water coolers are for dispensing drinking water. They are not meant for cleaning hands and utensils. Appropriate action will be taken against any one seen washing their hands /utensils at the water coolers.

The same evening a few employees barged into the concerned officer's room and told him, 'with no wash rooms and washing basins in the third floor and no lift in the building, what else do you expect us to do? Use the stationery? Over the next two days, more and more people started making liberal use of the water cooler for the purpose of washing their hands and even utensils. The subject was discoursed over the next few days with Poisson, emotion and animosity.

- a. Is the case above one of grievance or of indiscipline? (05 Marks)
- b. What is the root cause of the problem? (05 Marks)
- c. What is the solution? (05 Marks)
- d. What is meant by the 'Principle of natural justice'? (05 Marks)

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Third Semester MBA Degree Examination, Dec.2016/Jan.2017

Recruitment and Selection

Time: 3 hrs.

Max. Marks:100

SECTION - A

Note : Answer any FOUR questions from Q.No.1 to Q.No.7.

- 1 Define Recruitment. (03 Marks)
- 2 Define Apprentice. (03 Marks)
- 3 Define Internal Hiring. (03 Marks)
- 4 Define External Recruitment. (03 Marks)
- 5 Define Application forms. (03 Marks)
- 6 Define Testing. (03 Marks)
- 7 Define Reference checking. (03 Marks)

SECTION - B

Note : Answer any FOUR questions from Q.No.1 to Q.No.7.

- 1 Explain the term position analysis Questionnaire. (PAQ) (07 Marks)
- 2 Describe the nature of Hiring. (07 Marks)
- 3 Describe the sources of internal recruitment. (07 Marks)
- 4 Explain the advantages and disadvantages of external Hiring. (07 Marks)
- 5 What are the different types of Application forms? Explain briefly the design of application forms. (07 Marks)
- 6 Describe the different types of Tests in the recruitment. (07 Marks)
- 7 Describe the contents of appointment letter. (07 Marks)

SECTION - C

Note : Answer any FOUR questions from Q.No.1 to Q.No.7.

- 1 Mention the purposes and uses of Job Analysis for HR Dept. (10 Marks)
- 2 Explain the steps involved in Hiring process. (10 Marks)
- 3 Discuss Job advertisement, drafting, size and contents. (10 Marks)
- 4 Describe the sources of External Hiring. (10 Marks)
- 5 Explain how to identify ingredients of success in a candidate. (10 Marks)
- 6 Describe the interview process. (10 Marks)
- 7 Discuss the methods of Medical examination. (10 Marks)

SECTION - D

CASE STUDY – [Compulsory]

Suma confectionaries Pvt Ltd., is in urgent need of an aggressive Regional sales manager.

- a. As a HR Manager decide on your source of recruitment. (10 Marks)
- b. Design a comprehensive selection process to hire the most suitable candidate for the post. (10 Marks)

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Third Semester MBA Degree Examination, Dec.2016/Jan.2017

Compensation & Benefits

Time: 3 hrs.

Max. Marks:100

SECTION - A

Note : Answer any FOUR questions from Q.No.1 to Q.No.7.

- 1 Define compensation and benefits. (03 Marks)
- 2 What do you mean by salary and wages? (03 Marks)
- 3 What is internal equity and external equity? (03 Marks)
- 4 Explain Job analysis and job description. (03 Marks)
- 5 Define PFP and Merit Pay. (03 Marks)
- 6 What is a external competitiveness? (03 Marks)
- 7 Define pay mix and state its elements. (03 Marks)

SECTION - B

Note : Answer any FOUR questions from Q.No.1 to Q.No.7.

- 1 Why has compensation become important for organizations today? Discuss. (07 Marks)
- 2 Explain the compensation components related with any industry. (07 Marks)
- 3 How to know whether your say system is competitive? Elucidate in detail. (07 Marks)
- 4 Discuss the internal alignment and internal pay structures. (07 Marks)
- 5 Explain equity theory and tournament theory. (07 Marks)
- 6 Outline the most common methods of job evaluation, discuss in details. (07 Marks)
- 7 How to design a pay-for-performance plan? (07 Marks)

SECTION - C

Note : Answer any FOUR questions from Q.No.1 to Q.No.7.

- 1 Explain the pay model. (10 Marks)
- 2 Describe the group incentives plans in pay-for-performance plans. (10 Marks)
- 3 What are the types of variable pay plans? State its advantages. (10 Marks)
- 4 Explain the compensation strategy for special groups. (10 Marks)
- 5 Describe the factors that help to decide global compensation. (10 Marks)
- 6 "Stock options bring both advantages and disadvantages". Comment. (10 Marks)
- 7 State some of the statutory benefits provided by government to provide social security to industrial workers. (10 Marks)

SECTION - D**CASE STUDY – [Compulsory]**

Mr. Manoj was appointed as the HR manager in a public sector undertaking. Within one year, Mr. Manoj had to sign a wage agreement with the workers union. The union pressed more with regard to production department's workers than with regard to quality department's workers. The management agreed to this, as the overall increase, the union was asking, was well within its reach. Once this decision was communicated to all commotion started among quality department's workers. The quality department's worker walked out of the union and formed a separated union. They moved around the factory with a placard that read, "Are we step children of the management?". "All employees are equal, but production employees are more equal!". The decision of the management led to the perception that production was a high rated job than quality!.

Questions:

- a. What will happen if production department employees get more than quality department's employees? (05 Marks)
- b. Evaluate the pros and cons from employer's point of view. (05 Marks)
- c. Evaluate the pros and cons from employee's point of view. (05 Marks)
- d. As a HR Manager, suggest a way out for the problem at hand. (05 Marks)

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Third Semester MBA Degree Examination, Dec.2016/Jan.2017
Consumer Behaviour

Time: 3 hrs.

Max. Marks:100

SECTION – A*Note : Answer any FOUR questions from Q.No.1 to Q.No.7.*

- 1 What is meant by customer value? (03 Marks)
- 2 Explain the concept of motivation in aspects of consumer behaviour. (03 Marks)
- 3 What is meant by consumer learning? (03 Marks)
- 4 What is meant by social class? (03 Marks)
- 5 List out the various types of reference groups in consumer behaviour. (03 Marks)
- 6 Explain the benefits of consumerism. (03 Marks)
- 7 What is meant by opinion leadership? (03 Marks)

SECTION – B*Note : Answer any FOUR questions from Q.No.1 to Q.No.7.*

- 1 Explain the characteristics of Indian consumers. (07 Marks)
- 2 With neat diagram explain Maslow's Hierarchy of needs theory in detail. (07 Marks)
- 3 What is meant by consumer decision making? Explain the various levels of consumer decision making in detail. (07 Marks)
- 4 Discuss in detail the Pavlovian modes of classical conditioning theory in consumer learning. (07 Marks)
- 5 Define social class. Explain the three different approaches for measuring social class. (07 Marks)
- 6 Explain the different stages of family life cycle with suitable example. (07 Marks)
- 7 Discuss the various stages of consumer adoption process with suitable example. (07 Marks)

Important Note : 1. On completing your answers, compulsorily draw diagonal cross lines on the remaining blank pages.
 2. Any revealing of identification, appeal to evaluator and/or equations written eg. 42+8 = 50, will be treated as malpractice.

SECTION – C

Note : Answer any FOUR questions from Q.No.1 to Q.No.7.

- 1 Discuss the rights and responsibilities of consumers in India. (10 Marks)
- 2 What is meant by consumer research? With neat flow diagram explain the five steps in consumer research process. (10 Marks)
- 3 What are the personality theories present in consumer behaviour? Explain Freudian theory of personality with content to consumer behaviour. (10 Marks)
- 4 What is meant by attitude? Explain Tri-component model of attitude in detail. (10 Marks)
- 5 What is meant by sub-culture? Explain the different types of sub-culture with suitable example. (10 Marks)
- 6 Discuss in detail the various key consumption roles in family decision making process. (10 Marks)
- 7 What is diffusion of innovation? Explain the process of diffusion in extended decision making process. (10 Marks)

SECTION – D**(Compulsory)****CASE STUDY**

8

Cellular telephone provides are now realizing that they have made a mistake. For years, they assumed that many teen and college students could not afford to subscribe to post paid cellular services, and so they pushed prepaid cellular services, and so they pushed prepaid cellular to this group. Wrong!

The major cellular telephone companies have finally come to understand that members of the Younger generation possess three characteristics that marketers want:

They have disposable income.

They have grown up with technology and They view the cellular phone as their number 1 possession. Still further, young adults (age 18 to 34) are two or three times more likely to also use services such as e-mail, news and text alert, all of which produce additional revenue for the cellular phone company. Just think of all the photography that teen take with their cellular phones and of the ring tones that they pay to download.

Questions:

- a. Considering the teenage and college student market segments, what other features can cellular telephone companies offer three groups over the next five to ten years?
- b. What role with innovators and opinion leaders play in this era of new cell phone enhancements?
- c. What should be the promotion mix adopted by marketers in thin case?
- d. How will the possession of mobile phones, change the attitude of young teenagers?

(20 Marks)

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